

*S*erving the people of the State of California by  
*P*reserving merit within an innovative personnel system and  
*B*uilding a talented, dedicated, responsive, and diverse workforce  
in the 21<sup>st</sup> century.

Our Mission Is:

*To implement and guide the civil service system  
and  
ensure that employment is based on merit and free from patronage.*

## **GOAL ONE**

### **1. Customer Satisfaction:**

**The State Personnel Board (Board) will be responsive to and collaborative with the needs of its stakeholders.**

#### **Strategies:**

- **We will continuously ask our stakeholders what they need today and in the future and we will strive to be responsive within the merit principles.**
- **The Board will renew its emphasis on consultative and educational programs as well as control and oversight and guide stakeholders in the practice of excellent human resources management.**
- **We will develop collaborative partnerships with our stakeholders to assist in developing and providing excellent innovative human resources services, understanding of the merit principles, and appropriate standards promoted by the Board.**
- **The Board will proactively build relationships with our stakeholders, promote our services, and utilize our neutral and independent role to bring parties together to resolve differences.**

**Objectives:**

- A. The Board executives will meet quarterly with top executives in the departments, labor and advocate organizations, legislative leaders, academic leaders, and leaders of professional organizations to obtain input on major programs and trends, explore and develop partnerships, and establish positive relationships beginning April 2001.**
- B. The staff will establish an appeals and policy advisory group (consisting of key stakeholders and customers) that will meet regularly to provide input and advise on the operation of major programs, provide input on major recommendations and proposals, and input on customer needs. The initial meetings will occur by September 1, 2001. We will also continue our ongoing participation in meetings with management, advocate, and union organizations.**
- C. Annual Survey – The staff will develop and conduct a random survey of an employee, manager/supervisor, and executive views of the operation of the state merit system. The initial survey will be completed by September 2003, and will be based on the federal survey model.**
- D. Within 60 days receipt of survey results, staff will analyze and develop a plan to address any critical stakeholder and customer needs, or dissatisfaction with services. The plan will consider staff capacity, fiscal resources, urgency of the need, statutory and constitutional requirements, and the organization's strategic plan.**
- E. By December 2002, the staff will issue guidelines and manual sections to departments on the following sections:**
  - Definition of Terms**
  - Merit Principles**
  - Equal Employment Opportunity in the Selection Process**
  - Overview of the Selection Process**
  - Listing of Resources**
  - Eligible List Inspection**
  - Additional manual sections will be identified by March 2003**

**F. The staff will assess the effectiveness and develop recommendations and/or rules for public hearing on the following topics:**

- **Career Executive Assignment (by June 2003)**
- **Outreach and Recruitment/Workforce Planning (December 2003)**
- **Diversity Programs (February 2003)**

## **GOAL TWO**

### **2. Excellent Recruitment, Selection, and Retention**

**The Board practices will help ensure that the state attracts, selects, and retains a high- quality and diverse workforce.**

#### **Strategies:**

- **We will promote and market the state as an employer of choice including the benefits and incentives for working in state government.**
- **We provide leadership to eliminate inappropriate barriers and negative constraints in competing for the best and brightest talent available.**
- **We will promote interest in occupations where the state is experiencing worker shortages.**
- **We will promote the training and development of existing employees who demonstrate interest and talent in those occupations.**
- **We will ensure that state employment information is available and marketed to all major segments of the state's labor force and that potential job applicants have an opportunity to consider and fully explore the potential of state employment.**
- **We actively partner with schools, colleges, and community organizations to expand the pool of qualified workers available for state employment.**
- **We recruit from diverse and broad sources to attract applicants reflective of the state.**
- **We will increase the speed, validity, and accuracy of recruitment and testing functions to compete with the private sector for top candidates.**

**Objectives:**

- A. By March 2003, staff, in conjunction with 60 state departments, will complete rating and scoring of all candidates for the seven Information Systems Analyst classifications. The Board will merge all successful eligibles onto the established employment list for use by all state departments.**
- B. The staff will audit decentralized personnel programs in 15 agencies over the next five years and also conduct special reviews of departmental programs when warranted.**
- C. By October 2002, the staff will provide each major department with department specific workforce data (age, classification, and tenure) and will compile and disseminate resources addressing concepts of workforce planning and workforce planning models.**
- D. By December 2003, the staff will develop and present a proposal to the Board members designed to speed up the transition of students and retain highly-skilled talent among those eligible for retirement or to regain critically needed skills of recent retirees.**

## **GOAL THREE**

### **3. Fair, Impartial, Timely Dispute Resolution:**

**The Board will provide fair and impartial systems that are efficient, cost-effective, and consistent with due process, for investigating, adjudicating, mediating, and otherwise resolving merit appeals.**

#### **Strategies:**

- We will ensure that discipline is imposed for cause, taken in a timely manner, and that the disciplinary process is fair and consistent with due process.**
- We will ensure that the disciplinary appeals process provides, as required by the California Constitution, Board review of disciplinary actions that is fair to all parties, expeditious, and consistent with due process.**
- The Board will encourage managers to utilize a broad array of options for improving employee performance and handling workplace conflicts including formal education, training, counseling, performance incentives, mediation, and discipline.**
- The Board will promote departmental establishment and communication of performance expectations to employees and the education of managers on the disciplinary process and options for dealing with substandard performance and conflict in the workplace.**
- We will promote mediation as one means for resolving and/or managing workplace disputes.**
- We will develop, install, and market new processes and systems that are consistent with due process, tailored to the nature of the appeal, and designed to meet the needs of the customers and stakeholders.**

**Objectives:**

- A. We will continue to promote mediation by offering it to parties in reasonable accommodation and discrimination complaint appeals, giving them the opportunity to resolve their appeals through mediation. In June 2003, we will evaluate the extent of the use of mediation in this area and what needs to be done for full integration.**
- B. By September 2003, we will complete integration of a “medical mediation model” that will allow for the use of experts to assist employees and departments in finding resolution for employees who can no longer perform their jobs due to medical/disability issues. We will continue to modify existing processes to better meet the unique needs of parties who may be proceeding in multiple forums.**
- C. By February 2003, we will explore the feasibility of distributing educational materials to managers and supervisors dealing with: the importance of performance expectations for a good and productive working relationship; training for competence and upward mobility; the disciplinary process; and options for dealing with substandard performance and conflict in the workplace. The staff will focus on using the best quality product(s) available from other jurisdictions or sources that are both low cost and easily accessible.**
- D. By July 2002, we will fully integrate mediation into the reasonable accommodation and discrimination appeal processes.**



## **GOAL FOUR**

### **4. Internal Capacity**

**The Board will continuously implement changes that will increase our effectiveness and increase our internal capacity to deliver our services.**

#### **Strategies:**

- **We will examine our internal structure and organization, including our technology and ensure effective and responsive delivery of services.**
- **We will promote an organizational culture where employees are motivated, enabled, highly skilled, proactive, and customer focused.**
- **We will promote an organization that is principled, values driven, supports open communication, continuous learning and improvement, and encourages employees to achieve their highest potential.**

**Objectives:**

**Within 30 days of approval of the strategic plan, the Board will conduct an all-staff meeting to share and explain the plan, values, objectives, and direction of the organization with staff. Staff will also communicate the final plan with the Board's stakeholders and customers.**

- A. On a semiannual basis, beginning July 2001, the staff will conduct all-staff meetings or publish an internal newsletter to all staff informing them of major activities and policy decisions.**
- B. By July 2001, each division will develop and implement a plan approved by the executive office for improving cross-divisional communication (the plan will consider at least the following: cross-functional teams and task forces, participation in external divisional staff meetings, and mandatory organizational input on divisional proposals).**
- C. By December 2003, the staff will provide effective training to all appropriate staff in areas such as customer service, process improvement and facilitation, to the extent resources are available.**
- D. By December 2003, the staff will complete an organizational workforce planning process that identifies organizational competencies, assesses current and available staff competencies, staff tenure and potential, and identifies recommendations (including training, hiring experts, rotational assignments and reassignment of staff and functions) to address any resource gaps.**
- E. By December 2003, the Board will hire a consultant to assist with the evaluation of the organization's structure and realignment of the organization to our strategic plan.**

## **MERIT PRINCIPLES**

- **Notice of competitive selection processes shall be public and reasonably distributed to assure adequate and equitable notice to potential applicants from the applicable labor market/recruitment area.**
- **Permanent appointment and promotions shall be based on successful participation in a job-related, competitive selection process, where eligibility and priority for appointment and promotion is reserved for those participants attaining the highest ranks. Selection processes shall be based on the knowledge, skills, and abilities needed for successful performance and shall be designed to maximize validity, reliability, and objectivity.**
- **Temporary appointments shall be limited to nine months. Permanent status shall be attained following the completion of a specified time limited probationary period.**
- **Permanent employees disciplined or terminated for cause shall be afforded due process including notice of the reasons for termination, an opportunity to respond to the appointing authority, and a hearing and review by the State Personnel Board.**
- **The civil service shall include all state employees except those specifically exempted by the Constitution. State work shall be performed by state employees except where the work can be performed more cost effectively by the private sector or where state employees cannot adequately perform the work.**
- **Civil service positions shall be classified based on the similarity of the duties and responsibilities and requirements. Employment requirements shall be job related and essential for successful performance of the duties.**
- **Equal employment opportunities shall exist in all aspects of the civil service system. Illegal discrimination shall be prevented. Employment decisions shall be based on job-related factors. Employment decisions shall not be based on the political affiliation or opinions of applicants or employees. Effective procedures shall provide for the investigation and resolution of allegations of violations of the civil service laws and applicable federal and state laws, regulations, and applicable court decisions. The State Personnel Board shall enforce the civil service laws.**